MINUTES OF THE MEETING
OF THE BOARD OF DIRECTORS OF
POINT FOUNDATION

A meeting of the Board of Directors of POINT FOUNDATION, a California non-profit corporation, was held on May 24, 1984 at the principal office of the corporation, 27 Gate Five Road, Sausalito, California, pursuant written notice.

Directors present:	Stewart Brand Paul Hawken Huey Johnson Doug Carlston
Directors absent:	Alan Rothenburg
Others present:	Irmine Steltzner

1. Minutes of March 22, 1984 meeting approved as written.

2. Stewart Brand report on progress:
The promotion mailing is doing medium poorly, only 1% return for subscriptions. There will be a follow up postcard in the Summer.
The magazine's editor, Richard Dalton, has resigned and been replaced by Art Kleiner.
See attached report for sales.
The Catalog 1/2 finished...getting good imput from good writers....quality is high. It is generally looking good. Richard Dalton is doing the hardware section.

3. Paul Hawken financial report:
See attached report: Paul feels given the budget there is no way to continue production of the magazine. There was a general discussion of budget and Paul and David Cohen will prepare an analysis and report "at what point we should cut bait". The next meeting will be financial.

4. There being no further business to come before the Board the meetin was adjourned.

The next meeting will be July 26, 1984 at 8:00am unless otherwise notified.

Respectfully submitted,

Irmine Steltzner

Memo: Stewart

From: David

Re: financial productivity of business manager position

REDUCED EXPENSE	DESCRIPTION
600	changed printer for printing 10,000 COEV stationery and envelopes.
800	negotiated credit with fulfillment house for error they had made.
400	changed printer for printing 10,000 WESR stationery and envelopes.
700	for one color separation with new color separator--should stay with this separator as much as possible. We spend 20-30M on color seps per issue of WESR alone, plus other seps for COEV, brochures, etc., and working with this separator should at least halve this expense, which could amount to 50-60M/yr.
300	PAC BELL charges deducted for insufficient work that had to be repeated.
1600/yr.	found incorrect estimate in rent charge, by this amount
350	found incorrect charges from private phone co. for insufficient work that had to be repeated.
400	credit with private phone co. in doing new phone system.
400	changed printer for printing 10,000 COEV mailer envelopes.

42,000/yr.	changed printer for WESR
24,000/yr.	changed printer for COEV

This amounts to a total expense savings during these last three months of $71,550, not counting the conjectured savings in color expense.

ADDED INCOME	DESCRIPTION
12,750/yr.	sale of newspaper columns to three newspapers

May 17, 1984

TO: All concerned

RE: WESR #1 Paid Circulation

FR: Lisl

The Review's first issue generated $25,438.83 in subscription revenue that we can consider "earned" (versus outstanding liability) because copies were duly sent, and a minimum of $42,000 in newsstand revenue. Revenue from copies sold through our directs program will not be known until the end of next month. We placed 4,954 copies through this program (4,352 copies of #2 were placed, as ComputerLand ordered conservatively).

I. National Newsstand

Of 60,990 copies supplied to Dell, the estimated final sale is from 21,000 to 25,000. This represents a 34.4% - 41% sell-through, which is strong for a debut issue. At 21,000, revenue to Point would be $42,000.

When David Maisel receives the final sales galleys, he will revise the Review's distribution pattern for #3, transferring copies away from poor sales locations in favor of good ones. Based on preliminary info supplied to him by the wholesalers, David slightly shifted the distribution pattern of the 64,000 copies of #2 supplied to Dell.

II. Subscriptions

We served #1 to 6,385 subscribers; as of last week, the Review has 7,440 subscribers. The subscriptions by source break down as follows:

Direct mailings: 4,254 (57.2% of file)
Insert card, WESR #1: 486 (6.5%)
Insert cards, CQ: 767 (10.3%)
800# (generated from the sources above): 335 (4.1%)
Subscription agents (ditto): 79 (1.1%)
CQ Christmas mailing: 474 (6.4%)
"White mail": 699 (9.4%)
Software shows: 90 (1.2%)
Comps: 102 (1.4%)
Misc: 154 (2.1%)

To date, Issue #2's earned income is $29,398.84, representing copies mailed during the mainrun plus the first supplemental mailing.

As opposed to earned income, the total revenue generated from subscription orders to date is $132,832.76.

WHOLE EARTH SOFTWARE REVIEW & CATALOG BUDGET & ACTUALS - 1984, revised 4/13/84

Actuals through March

	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.	TOTAL
INCOME													
Subscriptions	16835	14355	13291	8000	34400	16000	5600	20700	45000	19800	23400	24696	241977
Back Issues	0	0	1500	0	0	0	0	0	0	0	0	0	1500
Mailing List	0	0	0	0	350	600	900	1000	1100	1200	1900	2500	9550
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Distrib.	0	0	900	4000	600	4300	1000	450	4200	900	450	4500	21300
National Newst.	0	30302	0	0	0	30900	21630	0	9270	0	15630	38625	147037
	0	0	0	0	0	0	0	0	0	0	0	0	0
Dbiday Advance	0	28326	0	0	0	0	0	537500	22325	0	0	0	582151
	0	0	0	0	0	0	0	0	0	0	0	0	0
Dbiday Prod.	0	0	0	0	0	0	0	30000	0	0	0	0	30000
Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest	1221	806	119	200	0	0	0	500	1000	1000	750	750	6346
Miscellaneous	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	18056	68369	15818	12200	35350	51800	29130	590150	82895	22900	42130	71071	1039869
COST OF SALES													
Salary (Edit.)	5182	5538	5615	5650	4400	4400	4400	4400	4400	4400	4400	4400	57185
OPS (Edit.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Salary (Prod.)	4735	2061	10511	5400	14340	17248	3000	8816	14632	3000	8816	14632	107191
OPS (Prod.)	236	1100	1133	5000	5900	5900	900	900	900	900	900	900	24669
Salary (Circ.)	2878	3607	3716	4219	4219	4219	3000	3000	3000	3000	3000	3000	40858
Writer/Contrib.	0	4095	30	0	5000	0	5500	5000	0	5000	0	0	24625
Prod. Supplies	438	1076	991	1000	1000	1000	750	750	750	750	750	750	10005
Printing (Mag.)	6498	51625	11150	22000	50000	0	22000	50000	0	22000	50000	0	285273
Sub. Fulfillment	1673	1565	1875	1786	2216	1528	2391	1525	2735	3518	1973	4115	26900
Sub. Promotion	22844	2080	1223	26100	13000	100	1100	27100	12100	1000	1700	900	110047
Direct Distrib.	23	541	412	2500	300	300	2300	300	300	2300	300	300	9676
Nat. Newst.	1033	2066	1126	7100	1100	1100	7100	1100	1100	7100	1100	1100	32125
Mail. List Fulf.	0	0	0	0	35	60	90	100	110	120	190	250	955
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL COST/SALES	45540	76154	37782	80555	101510	35855	52531	102991	40027	53088	73129	30347	729509
GROSS MARGIN	-27484	-7785	-21964	-68355	-66160	15945	-23401	487159	42868	-30188	-30999	40724	310360
EXPENSES													
Salary (Off.)	1395	1538	1538	1631	1631	1631	1631	1631	1631	1631	1631	1631	19150
OPS (Off.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Salary (Res.)	6619	6779	8871	9672	8672	8672	8372	8372	8372	8372	8372	8372	99517
OPS (Res.)	817	1083	5070	8750	8750	17750	0	0	0	0	0	0	42220
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
Office Supp.	1254	610	853	1000	1000	1000	1000	1000	1000	1000	1000	1000	11717
Computer Supp.	1122	970	407	850	850	850	850	850	850	850	850	850	10149
Research Mat.	76	73	140	200	200	200	200	200	200	200	200	200	2089
Equip. Rent/Rep	44	136	95	1500	200	200	200	200	200	200	200	200	3375
Telephone	969	1091	1063	1200	2000	2000	2000	1200	1200	1200	1200	1200	16323
Networks	1058	27	1321	1500	2000	2000	1000	1000	1000	1000	1000	1000	13806
Postage	52	875	510	600	600	750	750	750	750	750	750	750	7887
Trav/Ent/Conf.	1550	5051	1440	1000	1000	1000	1000	1000	1000	1000	2500	3000	20541
Publicity	0	72	57	300	100	100	300	100	100	300	100	100	1629
Bldg. Rent/Maint.	3190	3656	3535	3500	3500	3500	3500	3500	3500	3500	3500	3500	41881
Utilities	185	248	256	250	250	250	250	250	250	300	300	300	3089
Insurance	-75	0	0	0	0	2800	0	0	0	0	0	0	2725
Legal/Prof.	0	10	351	300	300	300	300	300	300	300	300	300	3061
Interest	210	305	2704	397	693	683	184	180	175	171	167	163	5936
Taxes (Other)	0	0	0	0	0	0	0	0	0	0	0	0	0
Bank (Serv.Chg.)	57	71	113	60	60	60	60	60	60	60	60	60	781
Miscellaneous	0	0	0	100	100	100	100	100	100	100	100	100	900
Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	18583	23435	28224	32810	31906	43853	21697	20693	20688	20934	22230	22726	306770
NET CONTRIBUTION	-46007	-30880	-50188	-101165	-98066	-27907	-45098	466466	22180	-51122	-53229	17998	3582
Less: Point Corp.	5679	8527	9798	9652	8202	9827	12102	8202	10542	8527	8202	8202	107462
INCOME +/- EXP.	-51686	-38807	-59986	-110817	-106268	-37734	-57200	458264	11638	-59649	-61431	9796	-103880
Less: Cap. Expend.													
Furn/Fixt	250	0	0	0	0	0	0	0	0	0	0	0	250
Mach/Equip	-45	2849	0	2000	1000	1000	1000	1000	0	0	0	0	8804
NET CASH (Month)	-51891	-41656	-59986	-112817	-107268	-38734	-58200	457264	11638	-59649	-61431	9796	-112934
NET CASH (Y-t-D)	-51891	-93547	-153533	-266350	-373618	-412352	-470552	-13288	-1650	-61299	-123730	-112934	-112934

Point Corp. is charged at 65% of total, but it now includes payroll taxes. Workers' comp., in addition to other things.

CD Xmas promo. was estimated at $6,000. Nothing was charged to SW for being promoted along with CD (if it is).

The SW Catalog production was included at $20,000 + another $1,000 for in-house design. Nothing was included for negatives, either + or -.

WESRTC 1985 Budget

WHOLE EARTH SOFTWARE REVIEW & CATALOG BUDGET - 1985, 4/13/84

	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.	TOTAL
INCOME													
Subscriptions	11880	14670	17370	41166	19080	16290	6858	9360	51588	15786	11898	22806	230752
Back Issues	0	0	1500	0	0	0	0	0	0	0	0	0	1500
Mailing List	1500	1500	1500	1500	1500	1500	2200	2200	2200	2200	2200	2200	22200
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Distrib.	1000	500	5000	1100	600	5600	1200	600	6000	1300	600	6400	29300
National Newst.	9270	54235	0	17175	38625	9270	7950	38625	9270	7905	38625	9270	240240
	0	0	0	0	0	0	0	0	0	0	0	0	0
Dbl'day Advance	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
Dbl'day Prod.	0	0	0	0	0	0	0	0	0	0	0	0	0
Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest	100	100	100	100	100	100	100	100	100	100	100	100	1200
Miscellaneous	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	23750	71025	25470	61041	59905	32760	18308	50885	69158	27291	53423	40776	533792
COST OF SALES													
Salary (Edit.)	5350	5350	5350	5350	5350	5350	5350	5350	5350	5350	5350	5350	64200
OPS (Edit.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Salary (Prod.)	3210	9450	15650	3210	9450	15650	3210	9450	15650	3210	9450	15650	113240
OPS (Prod.)	900	900	900	900	900	900	900	900	900	900	900	900	10800
Salary (Circ.)	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	36000
Writer/Contrib.	0	5000	0	0	5000	0	0	5000	0	0	5000	0	20000
Prod. Supplies	750	750	750	750	750	750	750	750	750	750	750	750	9000
Printing (Mag.)	28000	50000	0	28000	50000	0	28000	50000	0	28000	50000	0	312000
Sub. Fulfillment	3006	1525	1634	3861	1746	1659	2757	1308	2998	3290	1511	1891	27186
Sub. Promotion	900	1900	26300	12300	1900	900	900	27900	12900	900	1900	900	90800
Direct Distrib.	2300	300	300	2300	300	300	2300	300	300	2300	300	300	11600
Nat. Newst.	7100	1100	1100	7100	1100	1100	7100	1100	1100	7100	1100	1100	37200
Mail List Fulf.	150	150	150	150	150	150	220	220	220	220	220	220	2220
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL COST/SALES	54666	79425	55734	67521	79646	29759	54487	105278	43168	55020	79481	30061	734246
GROSS MARGIN	-30916	-8400	-30264	-6480	-19741	3001	-36179	-54393	25990	-27729	-26058	10715	-200454
EXPENSES													
Salary (Off.)	1750	1750	1750	1750	1750	1750	1750	1750	1750	1750	1750	1750	21000
OPS (Off.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Salary (Res.)	8950	8950	8950	8950	8950	8950	8950	8950	8950	8950	8950	8950	107400
OPS (Res.)	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
Office Supp.	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	1200	14400
Computer Supp.	950	950	950	950	950	950	950	950	950	950	950	950	11400
Research Mat.	250	250	250	250	250	250	250	250	250	250	250	250	3000
Equip. Rent/Rep	250	250	250	1500	250	250	250	250	250	250	250	250	4250
Telephone	1300	1300	1300	1300	1300	1300	1300	1300	1300	1300	1300	1300	15600
Networks	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	12000
Postage	750	750	750	750	750	750	750	750	750	750	750	750	9000
Trav/Ent/Conf	1500	5000	1500	1000	1000	1000	1000	1000	1000	1000	2500	2500	21000
Publicity	300	100	100	300	100	100	300	100	100	300	100	100	2000
Bldg. Rent/Maint.	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	3500	42000
Utilities	300	250	256	250	250	250	250	250	250	300	300	300	3206
Insurance	0	0	0	0	0	3500	0	0	0	0	0	0	3500
Legal/Prof.	300	300	300	300	300	300	300	300	300	300	300	300	3600
Interest	150	150	150	150	150	150	150	150	150	150	150	150	1800
Taxes (Other)	0	0	0	0	1000	0	0	0	0	0	0	0	1000
Bank (Serv.Chg.)	60	60	60	60	60	60	60	60	60	60	60	60	720
Miscellaneous	0	0	0	100	100	100	100	100	100	100	100	100	900
Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	22510	25760	22866	23310	22860	25360	22060	21860	21860	22110	23410	24410	277776
NET CONTRIBUTION	-53426	-34160	-52530	-29790	-42601	-22359	-58239	-76253	4130	-49839	-49468	-13695	-478230
Less: Point Corp.	10345	10345	12750	10345	10345	12295	10345	10345	12750	10345	10345	10345	130900
INCOME +/- EXP.	-63771	-44505	-65280	-40135	-52946	-34654	-68584	-86598	-8620	-60184	-59813	-24040	-609130
Less: Cap. Expend.													
Furn/Fixt	0	0	0	0	0	0	0	0	0	0	0	0	0
Mach/Equip	500	500	500	500	500	500	500	500	500	500	500	500	6000
NET CASH (Month)	-64271	-45005	-65780	-40635	-53446	-35154	-69084	-87098	-9120	-60684	-60313	-24540	-615130
NET CASH (Y-t-D)	-64271	-109276	-175056	-215691	-269137	-304291	-373375	-460473	-469593	-530277	-590590	-615130	-615130

Point Corp. is charged at 65% of total, but it now includes payroll taxes, workers' comp., in addition to other things.

CO Xmas promo. was estimated at $6,000. Nothing was charged to SR for being promoted along with CQ (if it is).

Point Corp. 1985 Budget

	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.	TOTAL
INCOME													
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL INCOME	0	0	0	0	0	0	0	0	0	0	0	0	0
COST OF SALES													
Salary (Edit.)	3150	3150	3150	3150	3150	3150	3150	3150	3150	3150	3150	3150	37800
OPS (Edit.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Salary (Prod.)	0	0	0	0	0	0	0	0	0	0	0	0	0
OPS (Prod.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Salary (Circ.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Writer/Contrib.	0	0	0	0	0	0	0	0	0	0	0	0	0
Prod. Supplies	0	0	0	0	0	0	0	0	0	0	0	0	0
Printing (Mag.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub. Fulfillment	0	0	0	0	0	0	0	0	0	0	0	0	0
Sub. Promotion	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Distrib.	0	0	0	0	0	0	0	0	0	0	0	0	0
Nat. Newst.	0	0	0	0	0	0	0	0	0	0	0	0	0
Mail. List Fulf.	0	0	0	0	0	0	0	0	0	0	0	0	0
Purch. Oth. Prod.	0	0	0	0	0	0	0	0	0	0	0	0	0
Fulfill. Oth. Prod	0	0	0	0	0	0	0	0	0	0	0	0	0
UC/Fees, Costs	0	0	0	0	0	0	0	0	0	0	0	0	0
Chronicle Col.	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL COST/SALES	3150	3150	3150	3150	3150	3150	3150	3150	3150	3150	3150	3150	37800
GROSS MARGIN	-3150	-3150	-3150	-3150	-3150	-3150	-3150	-3150	-3150	-3150	-3150	-3150	-37800
EXPENSES													
Salary (Off.)	6600	6600	6600	6600	6600	6600	6600	6600	6600	6600	6600	6600	79200
OPS (Off.)	125	125	125	125	125	125	125	125	125	125	125	125	1500
Salary (Res.)	0	0	0	0	0	0	0	0	0	0	0	0	0
OPS (Res.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Workers' Comp.	0	0	3700	0	0	0	0	0	3700	0	0	0	7400
Emp. Benefits	1600	1600	1600	1600	1600	1600	1600	1600	1600	1600	1600	1600	19200
Payroll Taxes	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	48000
Office Supp.	20	20	20	20	20	20	20	20	20	20	20	20	240
Computer Supp.	15	15	15	15	15	15	15	15	15	15	15	15	180
Research Mat.	15	15	15	15	15	15	15	15	15	15	15	15	180
Equip. Rent/Rep	0	0	0	0	0	0	0	0	0	0	0	0	0
Telephone	0	0	0	0	0	0	0	0	0	0	0	0	0
Networks	0	0	0	0	0	0	0	0	0	0	0	0	0
Postage	0	0	0	0	0	0	0	0	0	0	0	0	0
Trav/Ent/Conf	20	20	20	20	20	20	20	20	20	20	20	20	240
Publicity	0	0	0	0	0	0	0	0	0	0	0	0	0
Bldg. Rent/Maint.	350	350	350	350	350	350	350	350	350	350	350	350	4200
Utilities	20	20	20	20	20	20	20	20	20	20	20	20	240
Insurance	0	0	0	0	0	0	0	0	0	0	0	0	0
Legal/Prof.	0	0	75	0	0	3000	0	0	0	0	0	0	3075
Interest	0	0	0	0	0	0	0	0	0	0	0	0	0
Taxes (Other)	0	0	0	0	0	0	0	0	0	0	0	0	0
Bank (Serv. Chg.)	0	0	0	0	0	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	12765	12765	16540	12765	12765	15765	12765	12765	16465	12765	12765	12765	163655
NET CONTRIBUTION	-15915	-15915	-19690	-15915	-15915	-18915	-15915	-15915	-19615	-15915	-15915	-15915	-201455
	0	0	0	0	0	0	0	0	0	0	0	0	0
INCOME +/- EXP.	-15915	-15915	-19690	-15915	-15915	-18915	-15915	-15915	-19615	-15915	-15915	-15915	-201455
	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0
NET CASH (Month)	-15915	-15915	-19690 19615	-15915	-15915	-18915	-15915	-15915	-19615	-15915	-15915	-15915	-201455
NET CASH (Y-t-D)	-15915	-31830	-51520	-67435	-83350	-102265	-118180	-134095	-153710	-169625	-185540	-201455	-201455

POINT CORP. applied 65% Software, 35% CoEvolution

POINT CORP. includes ALL PAYROLL TAXES, Workers' Comp., Medical Insurance

CQ → 5570 → 6865 5570 5570 6620 5570 → 6865 5570 ——→

SW → 10345 → 12750 10315 → 12295 10315 → 12750 10315 ——→